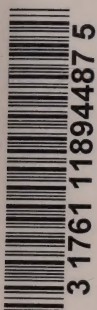


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HOW TO DO BUSINESS IN THE U.S.



**ONTARIO'S
BUSINESS**
More than Competitive!



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HOW TO DO BUSINESS IN THE U.S.

The most natural market in
the world2

THE EXPORTERS CHECKLIST

Know Your Market3
The U.S. Price List5
Custom Duties6
Product Standards7
Documentation8
Patents/Trademarks/Copyrights8
Carnet8
How to find a Good Sales Rep9
The Credit Check10
Product Liability Insurance11
Trade Shows11
Fast Facts on the U.S.....12

THE REGIONAL MARKETS

Northeast13
Southeast15
Midwest17
Southwest19
Western States21

HOW WE CAN HELP24

THE FEDERAL GOVERNMENT32

CANADIAN BANKS39

THE MOST NATURAL MARKET IN THE WORLD

The United States and Canada are each other's largest trading partners.

Goods flow over the world's longest undefended border with an ease that's the envy of traders everywhere.

A common language is an advantage as are similar social and business customs. But proximity is the major factor because you're within a single day's trucking of 120 million American consumers and more than half their industrial market. And that only applies to a single market area, the American Northeast.

There are four other regions, each with unique needs, and each requiring special handling. We hope that, after reading this brochure, you'll have a better understanding of where you should make your first exporting move.

Whatever you decide, talk to us first. There are three entry points for our services:

1. We have branch offices in 19 Ontario cities (listed in the back of this brochure).
2. We have six offices in key locations throughout the U.S. (they are listed as well).
3. Or contact our head office:
U.S. Branch
Ontario Ministry of Industry,
Trade and Technology
Hearst Block
900 Bay Street
Toronto, Ontario
M7A 2E1
Tel: (416) 965-5704
FAX: (416) 965-7791

THE EXPORTER'S CHECKLIST

KNOW YOUR MARKET

Do your market research. Failure to spend time getting to know a potential market can destroy even the best export venture. So it's crucial that you spend some time understanding your market's likes and dislikes, its key players, rules and regulations.

Here are some suggestions:

1. Check the trade journals published for the market you want and subscribe to them. They can be invaluable for determining market trends and business practices in your field.

2. Contact the U.S. Section of the ministry. Our business analysts can help you assess the market prospects for your product.

3. Measure your export potential. Do you have the production facilities necessary to make a big splash in the American market? Should you creep in gradually? Remember: never approach a new market with a short-term view; *always think long-term.*

4. Visit the market. Know what your competition is selling; investigate competitive pricing. Trade fairs are an excellent way to learn the latest in your product area, and trade missions (see page 26) can bring you face-to-face with your top prospects.

5. Build a market data bank. You can learn about your market and competition at little cost by reading the major industrial reference books. These include:

a. *U.S. Industrial Outlook* showing economic projections and the *State and Metropolitan Area Data Book*, an excellent guide to demographics in American communities, are two valuable resources showing the overall economic performance in the U.S. and are available from the U.S. Department of Commerce, Washington, D.C. 20233.

b. *Survey of Industrial & Commercial Buying Power*, which focuses on manufacturing markets and industries, is published annually by *Sales and Marketing Management*, Bill Publications, 633 Third Avenue, New York, N.Y. 10017.

c. *Register of Corporations*. A general reference guide to corporations in the U.S. and a valuable text for learning about your competition. Available from Standard & Poor's Register of Corporations, Standard & Poor's Company, 25 Broadway, New York, N.Y. 10004.

d. *Directory of Directories*, a comprehensive guide to trade directories, and *The Encyclopedia of Associations*, a complete listing of American trade associations, are available from Gale Research Company, Book Tower, Detroit, Michigan 48226. Also, consider *National Trade and Professional Associations*, published by Columbia Books Inc., 1350 New York Ave. N.W., Suite 207, Washington, D.C. 20005, telephone (202) 737-3777.

THE U.S. PRICE LIST

Establishing a competitive price for your products is one of the most important steps in winning long-term product loyalty from U.S. buyers.

You should consider the following when setting your prices:

**Always quote Delivered Duty Paid (DDP)* and be sure to quote in U.S. dollars. Because transportation costs can vary so much to destinations across America, you should either quote DDP for the city of final destination, or DDP Port of Entry, with destination costs beyond that listed as extra.

**Prepare a separate U.S. price list to accompany your sales materials. Never show prices in both Canadian and U.S. dollars.*

**Products you export contain two significant benefits that products you sell only in Canada do not enjoy:*

1. Exported products are not charged Federal Sales Tax.

2. If your raw materials or components are imported from outside Canada and the products you make from them are manufactured in Canada, you are entitled to a duty drawback on the imported materials. (Note: This will be eliminated by 1994, under the Free Trade Agreement).

**The ministry publishes a comprehensive pricing procedures form to help you work out your U.S. pricing schedule. Samples of this form are included in two ministry brochures: *How to Export* and *The Right Price*.*

CUSTOMS DUTIES

In most cases, U.S. tariffs on Canadian products are low. However, you should be aware of the tariff rates on your products before you finalize your U.S. price.

The pending Free Trade Agreement will mean that most U.S. tariffs on Canadian manufactured goods will be eliminated as early as January 1989 or over a five or ten year period from that date, depending upon the commodity.

Goods wholly produced in Canada will qualify for free trade treatment. Goods incorporating third country raw materials or components may also qualify and will be dependent upon the extent of Canadian manufacturing value-added.

Specific information on U.S. tariffs is available from the federal Department of External Affairs. They will require a complete description of your goods before you can obtain a tariff ruling from U.S. Customs. You should also confirm with External Affairs that your product does not require an export license or is a restricted export. If you believe the tariff rate is too high, you may petition through External Affairs.

Contact:

Market Access Group
U.S. Trade Division
Government of Canada
External Affairs
Lester B. Pearson Building
125 Sussex Drive
Ottawa, Ontario
K1A 0G2
Tel: (613) 993-7484

PRODUCT STANDARDS

Domestic standards, product laws and safety regulations in the U.S. are often similar to those in Canada. However, there can be critical differences that may even require you to modify your product for the export market.

So be sure your goods conform to American requirements.

Trade officers at ministry offices in Toronto and the U.S. can help you determine if any federal, state or municipal regulations affect your product.

For example:

- *Country of origin label requirements.
- *U.S. "care" label standards. Bilingual (French/English) labels should not be used.
- *U.S. federal flammability standards.
- *Food and Drug Administration (FDA) Standards, i.e. requirements for food and cosmetic products.
- *Electrical product approval and labelling standards, i.e. Underwriters Laboratories (U.L.), Factory Mutual; the Edison Electrical Institute, etc.
- *Product liability insurance requirements.

DOCUMENTATION

Export documentation required by the U.S. is relatively minimal. However, all goods must be accompanied by: 1. A bill of lading. 2. A customs invoice. 3. A detailed packing list in triplicate.

Contact a licensed U.S. customs broker for assistance in clearing goods and making tariff payments. Don't place this burden on a prospective buyer.

The Canadian Consulates in Buffalo, Detroit or Minneapolis can supply you with a list of such brokers, while your own freight-forwarder can provide you with all documentation requirements.

PATENTS TRADEMARKS COPYRIGHTS

For more information on acquiring U.S. patents and trademarks for your products, contact:

The Patent Office
Washington, D.C. 20231 U.S.A.

For information on copyrights, contact:

Register of Copyrights
Library of Congress
Washington, D.C. 20540 U.S.A.

CARNET

A carnet permits product samples and sales literature to enter the U.S. temporarily and duty-free.

To obtain a carnet, contact:

Carnet Canada
Canadian Chamber of Commerce
120 Adelaide Street West
Suite 2109
Toronto, Ontario
M5H 1T1
Tel: (416) 868-6415

HOW TO FIND A GOOD SALES REPRESENTATIVE IN THE U.S.

This is the most common concern faced by Ontario exporters, and one of the most crucial.

The ministry's offices in the U.S. can help you assess your sales needs directly, then arrange contact between you and appropriate agents or distributors, and provide you with useful interview questions.

An agent or distributor who knows and lives in the market area will likely be a more effective sales representative for your product. Depending on your product and distribution requirements, you may need more than one agent in a large territory. For example:

1. In the Northeast, you may want one agent in New York City and others in Boston and Washington, D.C.
2. In the Southeast, Florida is often thought of as a market separate from other states.
3. In the West, agents may be required in both Los Angeles and San Francisco.

It is important to obtain client recommendations and a list of product lines from agents and distributors you are considering. You may also want to contact trade associations, and find out the standard commission rates for your industry.

Valuable information, such as "The Value of Using the Manufacturers' Agent", is available from:

Manufacturers' Agents National
Association (MANA)
23016 Mill Creek Road
P.O. Box 3467
Laguna Hills, California 92654
U.S.A.
Tel: (714) 859-4040

Once you have chosen an agent/distributor, they will want to know the complete details of your after-sales service and product warranties. Invite them to visit your production facilities.

In your working agreement, it is crucial to define such terms as territory, ownership of samples, remuneration and cost-sharing in any co-operative advertising ventures. And be prepared to help defray the cost of a showroom if it is necessary to marketing your product.

Also, try to conclude your agent/distributor agreement before attending any trade fairs in the U.S., so you'll have a local representative to follow up on buyer inquiries.

THE CREDIT CHECK

Don't be shy. Get a complete dossier on prospective buyers, agents and distributors. You may be able to obtain credit information from the international department of your bank or credit union. If not, buyer credit information is available from:

Disclosure
161 William Street
New York, N.Y.
10038
Tel: (212) 732-5964

Company profiles are also published by:

Dun & Bradstreet Ltd.
Box 423 Terminal "A"
Toronto, Ontario
M5W 1E2
Tel: (416) 963-6500

In addition, if a company is publicly-owned, its annual report is a good source of financial information.

Credit insurance for your U.S. sales should also be considered. Such coverage is available from commercial insurers or from the Export Development Corporation (see page 35).

PRODUCT LIABILITY INSURANCE

Product liability insurance on your exports to the United States is essential but can sometimes be difficult to obtain. For Ontario exporters who cannot obtain this coverage the Ontario Government in conjunction with seven subscribing insurers has established the U.S. Products Insurance Arrangement (USPIA).

Contact:

U.S. Products Insurance Arrangement
133 Richmond St. West
Suite 505
Toronto, Ontario M5H 2L3

TRADE SHOWS

Trade Shows are often your best bet when considering the U.S. marketplace. Why? You can meet potential buyers directly. You can meet potential agents and distributors. You can get to know members of American trade

associations. And you can see the state-of-the-art in your product field.

Exhibits Schedule is a comprehensive list of trade shows in America, available for U.S. \$105.00.

Contact:

Exhibits Schedule
Annual Directory of Trade
and Industrial Shows
633 Third Avenue
New York, N.Y. 10017
Tel: (212) 986-4800

If you have an agent, or are dealing directly with buyers, you may consider mailing your sales literature to prospective buyers prior to a trade show.

FAST FACTS ON THE U.S

Power: 115 volts, 60 cycles AC

Weights & Measures:

1 U.S. pint = 16 fluid ounces = 454.6 millilitres.

1 U.S. quart = 32 fluid ounce = 909.2 millilitres.

1 U.S. gallon = 128 fluid ounces = 3.8 litres.

Public Holidays:

January 1—New Year's Day

February (3rd Monday)—Washington's Birthday

May (last Monday)—Memorial Day

July 4—Independence Day

September (1st Monday)—Labor Day

October (2nd Monday)—Columbus Day

November 11—Veterans Day

November (4th Thursday)—Thanksgiving

December 25—Christmas Day

THE REGIONAL MARKETS

NORTHEAST

America's largest (with twice the population of Canada) and most diverse market, includes such major cities as New York, Boston, Philadelphia, Washington and Baltimore.

No destination within the Northeast is more than one day's trucking from any location in Ontario.

In 1986, Ontario manufacturers exported more than \$18.1 billion in goods to the American Northeast.

Consider this market as a huge extension of your own, for if you are currently selling in the rest of Canada, there's a good possibility you can successfully export your product to the Northeast.

Ontario's proximity to the Northeast is a major benefit to exporters, since delivery terms are very important in this highly competitive market. So once you've decided to export here, you should have definite answers about financing terms, delivery, prices and after-sales service, as well as your product itself.

The Government of Ontario maintains offices in New York City and Boston.

They cover the states of Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, West Virginia and the District of Columbia.

Contact:

Government of Ontario, Canada
Suite 4066
Prudential Centre
800 Boylston Street
Boston, Massachusetts
02199
Tel: (617) 266-7172
FAX: (617) 266-0271

Government of Ontario, Canada
Suite 2800
800 Third Avenue
New York, N.Y. 10022
Tel: (212) 308-1616
FAX: (212) 888-3186

**REGIONAL FACTS:
U.S.
NORTHEAST**

Population	63.7 million
Area	774,487 sq. km.
Personal Income	U.S. \$802 billion
Retail Sales	U.S. \$376 billion

**Metropolitan
Populations**

New York, NY	8,465,800
Philadelphia, PA	4,784,200
Boston, MA	4,051,400
Washington, DC	3,489,500
Baltimore, MD	2,252,800
Newark, NJ	1,882,200

Norfolk, VA	1,289,500
Louisville, KY	964,300
Providence, RI	1,100,900
Hartford, CT	1,035,000
Wilmington, DE	544,000
Charleston, WV	269,000
Portland, ME	203,900
Manchester, NH	139,800
Burlington, VT	122,200

OPPORTUNITY SECTORS

Electronic and telecommunications;
consumer goods (hardware/houseware);
contract and residential furniture;
giftware/art/handicrafts; transportation
equipment; apparel; defence and aerospace
related products; food products and food service
equipment; health care products;
machinery/industrial components; office
machines and equipment.

SOUTHEAST

In 1986, Ontario exported more than \$2.6 billion in commodities to the American Southeast. Most of these were fully manufactured goods.

This figure could be a great deal higher: the economy of the Southeast has grown through diversification, opening doors for new products and increasing consumer demand.

Ontario maintains a trade office in Atlanta, which covers the states of Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee and the Caribbean island of Puerto Rico.

You can contact the office directly:

Government of Ontario, Canada
Suite 620
1100 Circle 75 Parkway
Atlanta, Georgia 30339
Tel: (404) 956-1981
FAX: (404) 955-5699

REGIONAL FACTS: U.S. SOUTHEAST

Population	42 million*
Area	896,349* sq. km.
Personal Income	U.S. \$394 billion
Retail Sales	U.S. \$215 billion

Metropolitan Populations

Miami, FL	2,878,300
Atlanta, GA	2,471,700
San Juan, PR	1,086,376
Memphis, TN	944,700
Birmingham, AL	903,800
Greensboro, NC	892,500
Charleston, SC	481,700
Jackson, MS	394,300

*Includes Puerto Rico

OPPORTUNITY SECTORS

Aerospace and aviation; auto parts and accessories; computer and data processing equipment; controls and instrumentation; furniture (office case goods); electronic components for OEM; health care equipment and medical supplies; industrial/construction supplies and equipment.

MIDWEST

The American Midwest market is enormous and very active. It is both the industrial and agricultural heartland of the nation. Chicago is the region's major city, and so forms the industrial hub of America. The proximity and similarity of the Midwest market to Ontario makes it a natural extension of your domestic market.

Ontario manufacturers have succeeded in exporting more than \$31.3 billion in goods annually to the region, which is more than two thirds of Canada's trade with the Midwest. Most Ontario exports are fully manufactured.

The ministry maintains a trade office in Chicago that facilitates trade between Ontario and the states of Illinois, Indiana, Ohio, Iowa, Michigan, Minnesota, Missouri, Nebraska, Kentucky, North Dakota, South Dakota and Wisconsin.

You can contact the office directly:

Government of Ontario, Canada
Suite 1806
208 South La Salle Street
Chicago, Illinois
60604
Tel: (312) 782-8688
FAX: (312) 782-5381

REGIONAL FACTS: U.S. MIDWEST

Population	61.1 million
Area	1.8 million sq. km.
Personal Income	U.S. \$696 billion
Retail Sales	U.S. \$341 billion

Metropolitan Populations

Chicago, IL	8,085,200
Detroit, MI	4,581,200
Cleveland, OH	2,776,400
St. Louis, MO	2,412,400
Minneapolis, MN and St. Paul, MN	2,262,400
Milwaukee, WI	1,550,300
Kansas City, MO	1,493,900
Indianapolis, IN	1,203,100
Omaha, NE	611,600
Des Moines, IA	372,100
Fargo, ND	144,100
Sioux Falls, SD	121,800

OPPORTUNITY SECTORS

Contract furniture; communications equipment; aircraft and parts; high technology equipment; health care products; electronics equipment; home building equipment and supplies; consumers goods, fashion, recreational products; auto parts; agricultural equipment and technology; foodstuffs.

SOUTHWEST

The industrial city of Dallas and the international oil capital of Houston help make the Southwest an exciting export prospect for Ontario manufacturers. In 1986 alone, the province's exporters sold \$1.62 billion to the Southwest—the fastest-growing market area in the United States, and a prime prospect for a vast array of consumer and industrial products.

In addition, Dallas has become a leading site for large national trade shows, and Texas is a world-wide purchasing and distribution centre for international oil firms and consulting engineers.

The ministry maintains a trade office in Dallas, covering the states of Arkansas, Kansas (except Kansas City), Louisiana, New Mexico, Oklahoma, and Texas.

You can contact the Dallas office directly:

Government of Ontario, Canada
Suite 485
14901 Quorum Drive
Dallas, Texas
75240
Tel: (214) 386-8071
FAX: (214) 991-5159

REGIONAL FACTS: U.S. SOUTHWEST

Population	30.6 million
Area	1,600,000 sq. km.
Personal Income	U.S. \$333 billion
Retail Sales	U.S. \$176 billion

Metropolitan Populations

Houston, TX	3,623,300
Dallas, TX	3,511,600
New Orleans, LA	1,324,400
San Antonio, TX	1,235,700
Fort Worth/Arlington, TX	1,199,900
Oklahoma City, OK	975,900
Tulsa, OK	733,100
Austin, TX	695,500
Little Rock, AR	498,500
Albuquerque, NM	464,300
Wichita, KS	435,400

OPPORTUNITY SECTORS

Electronic equipment and components; aerospace components; petrochemical industry equipment and supplies; consumer goods including homefurnishings, giftware, leisure products and apparel; construction and building products and equipment; engineered capital equipment; agricultural equipment; medical equipment; automotive aftermarket products; urban transit equipment and products.

WESTERN STATES (MOUNTAIN AND PACIFIC)

The American West offers a tremendously diverse and prosperous market for Ontario exporters.

Southern California (Los Angeles in particular) is quickly becoming the nation's number one market. A U.S. Department of Commerce study states that Los Angeles population will exceed New York City by the year 2000. The five-county area is expected to grow from 12 million to 18 million.

In 1986, Ontario manufacturers exported \$2.04 billion in products to the mountain and Pacific regions.

The ministry maintains a trade office in Los Angeles covering the states of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington and Wyoming.

Government of Ontario, Canada
Suite 1420
700 South Flower Street
Los Angeles, Ca. 90017
Tel: (213) 622-4302
FAX: (213) 623-4695

REGIONAL FACTS: THE WEST

Population	46.6 million
Area	8,500,000 sq. km.
Personal Income	U.S. \$573 billion
Retail Sales	U.S. \$286 billion

Metropolitan Populations

Los Angeles, CA	12,738,200
San Francisco, CA	5,800,000
Seattle, WA	2,247,400
San Diego, CA	2,132,700
Anaheim, CA	2,122,700
Phoenix, AZ	1,846,600
Denver-Boulder, CO	1,827,100
Portland, OR	1,353,800
Sacramento, CA	1,300,000
Salt Lake City, UT	1,024,800
Honolulu, HI	850,000
Las Vegas, NV	556,700
Anchorage, AK	235,900

OPPORTUNITY SECTORS

Sectors where excellent opportunities exist for Ontario exporters: aerospace and defense components, electronics and computers, automotive aftermarket parts, machine tools, industrial supplies, material handling equipment, food processing equipment, medical/health care products, processed food products, computer software, hardware and building components, contract furniture and work stations, safety/security products, sporting goods, mass transit systems and equipment, high-style apparel and accessories.

WORDS TO THE WISE

*Catalogues and displays that overemphasize Canadian content may alienate Americans.

*Bilingual sales literature is not well received in the U.S.

*If your company is dealing directly with end-users in the U.S., you may want to hire a U.S. mail agency to supply an American post office drop box.

*You may also consider hiring a telephone answering service (or renting a toll-free "800" phone line) in your American market area.

*Rather than attempting to market your product directly to the U.S., you may decide to sell it through an agent or distributor who lives and works in the market.

*American importers often believe Canadian-made goods are better than those from other "offshore" suppliers, since they think of Ontario as part of the larger "domestic" North American economy. Use this to your advantage.

*The "Buy American" Act, which encourages public bodies in America to buy American-made products does not exclude products from Ontario. In fact, the Act allows imports where prices are competitive.

HOW WE CAN HELP

EXPORT CONSULTING

Ontario's Ministry of Industry, Trade and Technology includes a team of international marketing consultants with detailed commodity sector knowledge on exporting to major markets in America and abroad.

After examining your company's export interests, capabilities and products, ministry consultants will help you prepare an export marketing plan.

The plan will help focus your marketing strategy, determine priority markets, establish a realistic timeframe, and define the exact resources needed to sell to those markets.

Once your plan is prepared, the consultants will answer questions on how and when to use agents, distributors, local offices or trade shows. They also have helpful information on the specific markets, procedures and regulations that can save you costly, unproductive efforts.

Contact:

Ministry of Industry, Trade
and Technology
U.S. Branch
Hearst Block, 900 Bay Street
Toronto, Ontario
M7A 2E1
Tel: (416) 965-5704
FAX: (416) 965-7791

EXPORT SEMINARS

The ministry organizes export seminars to brief you on market areas, tariffs, exporting techniques, documentation, joint ventures and licensing. These events are jointly sponsored by the ministry, business associations and organizations in major cities across Ontario.

For information on the next export seminar in your area, call your local ministry office (listed in the Blue Pages of your phone book), or telephone U.S. Branch (416) 965-5704.

EXPORT PUBLICATIONS

How to Export details the keys to exporting; from assessing your markets to obtaining proper financing.

The Right Price is a step-by-step manual for working out your correct export price.

How to Export to the Border States outlines a two day program which teaches the basics of exporting to the U.S.

Help for Your Shipping Problems describes the government services available to help businesses reduce transportation costs.

The Market Place, a monthly bulletin for Ontario manufacturers provides details of foreign buyers, agents and distributors looking for Ontario products. To get on the mailing list, phone the local ministry office.

For copies of these free publications, contact your local ministry office, or telephone: U.S. Section (416) 965-5704

TRADE MISSIONS

The ministry organizes trade missions to foreign markets that show high potential for Ontario exporters. The missions let you meet prospective agents, distributors and buyers in their home markets, with appointments arranged by the ministry.

For information on trade missions to the United States, call (416) 965-5704.

INTERNATIONAL TRADE FAIRS AND EXHIBITIONS

The ministry organizes participation by Ontario firms in international exhibitions. We can help you coordinate display arrangements from shipping to exhibiting to promotion.

The ministry can also help you make appointments with buyers, agents and distributors; and help find skilled interpreters.

For more information on trade fair services in the United States, call (416) 965-5704.

INTERNATIONAL OFFICES

The ministry maintains offices abroad to help Ontario businesses gain and expand a share of the huge export market. The trade specialists in each office can identify export opportunities,

arrange contacts with agents and distributors, help line up major foreign prospects for your products or services; help arrange participation in trade shows, exhibitions, joint ventures and licensing agreements; and direct Ontario companies to Canadian Embassies and Consulates around the world.

In addition to its six offices in the United States, the ministry has offices in Europe (Frankfurt, London and Paris), and in the Pacific (Hong Kong, New Delhi, Seoul, Singapore, Tokyo).

INCOMING BUYERS

The ministry brings key agents, distributors and buyers from major world markets to meet Ontario manufacturers in person, and acts as host to many incoming delegations from other countries.

You can make or reinforce contacts with these important buyers (and save expensive travel costs) by obtaining the list of upcoming foreign delegations.

For information on U.S. delegations, call (416) 965-5704.

FINANCING

Entering foreign markets or expanding your export activities takes capital. The ministry can help in assessing the cost, identifying financial alternatives, and drawing up a marketing plan to back your expansion.

Information is also available on federal and provincial export financing programs.

To learn more, call U.S. Section (416) 965-5704.

MANUFACTURING ABROAD

If your product can't be exported profitably because of shipping problems or tariff barriers, the ministry can put you in touch with an appropriate foreign company which can produce your product under a joint venture or licensing agreement.

For opportunities in the United States, call (416) 965-5704.

ONTARIO OFFICES

For information on exporting, contact one of the ministry's offices:

BROCKVILLE
2211 Parkedale Avenue
Brockville K6V 6B2
Tel: (613) 342-5522
FAX: (613) 342-3436

HAMILTON
119 King Street West
P.O. Box 2112
Hamilton L8N 3Z9
Tel: (416) 521-7783
FAX: (416) 521-0066

KINGSTON
Suite 308
1055 Princess Street
Kingston K7L 5T3
Tel: (613) 547-2248
FAX: (613) 545-4439

KITCHENER

Suite 507

305 King St. West

Kitchener N2G 1B9

Tel: (519) 744-6391

FAX: (519) 744-6204

LONDON

Suite 607

195 Dufferin Avenue

London N6A 1K7

Tel: (519) 433-8105

FAX: (519) 433-6765

METRO TORONTO

5 Fairview Mall Drive

Suite 480

Willowdale M2J 2Z1

Tel: (416) 491-7680

FAX: (416) 491-3650

NORTH BAY

2nd Floor

147 McIntyre Street

North Bay P1B 2Y5

Tel: (705) 472-9660

FAX: (705) 325-4946

ORILLIA

2nd Floor

Sterling Trust Building

73 Mississaga Street East

P.O. Box 488

Orillia L3V 6K2

Tel: (705) 325-1363

FAX: (705) 325-4484

OTTAWA

Suite 404

56 Sparks Street

Ottawa K1P 5A9

Tel: (613) 566-3703

FAX: (613) 563-2859

OWEN SOUND

Suite 107

Nor-Towne Plaza

1131 Second Avenue East

Owen Sound N6K 2J1

Tel: (519) 376-3875

FAX: (519) 376-8000

PEEL

11th Floor

4 Robert Speck Parkway

Mississauga L5Z 1S1

Tel: (416) 279-6515

FAX: (416) 279-9160

PETERBOROUGH

139 George Street North

Peterborough K9J 3G6

Tel: (705) 742-3459

FAX: (705) 742-3272

SARNIA

Polysar Building

Suite 801

201 Front Street North

Sarnia N7T 7V1

Tel: (519) 332-5030

FAX: (519) 332-2836

SAULT STE. MARIE

2nd Floor

500 Bay Street

Sault Ste. Marie P6A 1X4

Tel: (705) 945-8300

FAX: (705) 942-2823

ST. CATHARINES

Suite 801

80 King Street

St. Catharines L2R 7G1

Tel: (416) 688-1454

FAX: (416) 688-4872

SUDBURY

4th Floor

Ontario Government Building

199 Larch Street

Sudbury P3E 5P9

Tel: (705) 675-4330

FAX: (705) 674-5179

THUNDER BAY

Ontario Government Building

435 James Street South

P.O. Box 5000

Thunder Bay P7C 5G6

Tel: (807) 475-4088

FAX: (807) 475-7892

TIMMINS

Suite 200

273 Third Avenue

Timmins P4N 1E2

Tel: (705) 264-5393

FAX: (705) 264-5927

WINDSOR

Room 227

Ontario Government Building

250 Windsor Avenue

Windsor N9A 6V9

Tel: (519) 252-3475

FAX: (519) 252-9677

THE FEDERAL GOVERNMENT

DEPARTMENT OF EXTERNAL AFFAIRS

United States Branch (Trade)
Lester B. Pearson Building
125 Sussex Drive
Ottawa, Ontario K1A 0G2
Tel.: (613) 993-5911

For information on specific tariffs,
contact:

U.S.A. Market Access Group (UTE)
Government of Canada
External Affairs
Lester B. Pearson Building
125 Sussex Drive
Ottawa, Ontario K1A 0G2
Tel: (613) 993-7484

CANADIAN CONSULATES

Atlanta
Canadian Consulate General
400 South Tower
One CNN Center
Atlanta, Georgia 30303-2705
Tel: (404) 577-6810
Telex: 054-2676 (DOMCAN ATL)
Territory: Alabama, Florida,
Georgia, Mississippi, North
Carolina, South Carolina,
Tennessee, Puerto Rico, U.S.
Virgin Islands

Boston

Canadian Consulate General

Three Copley Place, Suite 400

Boston, Massachusetts 02116

Tel: (617) 262-3760

Telex: 94-0625 (DOMCAN BSN)

Territory: States of Maine,
Massachusetts, New Hampshire,
Rhode Island, Vermont.

Other countries: St.-Pierre-et-Miquelon

Buffalo

Canadian Consulate General

One Marine Midland Center

Suite 3550

Buffalo, New York 14203-2884

Tel.: (716) 852-1247

Telex: 0091329 (DOMCAN BUF)

Territory: Western, Central and
Upstate New York

Chicago

Canadian Consulate General

310 South Michigan Avenue, 12th Floor

Chicago, Illinois 60604-4295

Cable: DOMCAN CHICAGO

Tel: (312) 427-1031

Telex: 00254171 (DOMCAN CGO)

Territory: Illinois, Missouri, Wisconsin,
the quad-city region of Iowa and Kansas
City, Kansas

Cleveland

Canadian Consulate General

Illuminating Building, Suite 1008

55 Public Square

Cleveland, Ohio 44113-1983

Cable: CANADIAN CLEVELAND

Tel: (216) 771-0150

Telex: 00985364 (DOMCAN CLV)

Territory: States of Ohio, Kentucky,
West Virginia, Western
Pennsylvania

Dallas

Canadian Consulate General

St. Paul Tower, Suite 1700

750 N. St. Paul Street

Dallas, TX 75201-3281 (Registered Mail)

75201-9990 (Business Reply)

Cable: CANADIAN DALLAS

Tel: (214) 922-9806

Telex: 00732637 (DOMCAN DAL)

Territory: State of Texas, Arkansas, Kansas (excluding Kansas City), Louisiana, New Mexico and Oklahoma

Detroit

Canadian Consulate General

600 Renaissance Center

Suite 1100

Detroit, Michigan 48243-1704

Cable: CANADIAN DETROIT

Tel: (313) 567-2340

Telex: 23-0715 (DOMCAN DET)

FAX: (313) 567-2164

Territory: City of Toledo, States of Michigan and Indiana

Los Angeles

Canadian Consulate General

300 South Grand Avenue

10th Floor

California Plaza

Los Angeles, California 90071

Tel: (213) 687-7432

Telex: 00674119 (DOMCAN LSA)

Territory: States of Arizona, California (10 Southern Counties), Clark County in Nevada.

Minneapolis

Canadian Consulate General

701 Fourth Avenue South, Suite 900

Minneapolis, Minnesota 55415

Tel: (612) 333-4641

Telex: 29-0229 (DOMCAN MPS)

Territory: States of Iowa, Nebraska,
Minnesota, North Dakota, South Dakota,
Montana.

New York

Canadian Consulate General

1251 Avenue of the Americas

New York City, N.Y. 10020-1175

Cable: CANTRACOM NEW YORK CITY

Tel: (212) 586-2400

Telex: 00126242 (DOMCAN NYK)

Territory: States of Connecticut, New
Jersey (twelve northern counties)
southern New York

Other countries: Bermuda

Philadelphia

Canadian Consulate General

3 Parkway, Suite 1620

Philadelphia Pennsylvania 19102 Cable:
CANADIAN PHILADELPHIA

Tel: (215) 561-1750

Telex: 00845266 (DOMCAN PHA)

Territory: States of Delaware,
Maryland, New Jersey (nine southern
counties), eastern Pennsylvania,
Virginia, District of Columbia

San Francisco**Canadian Consulate General**

One Maritime Plaza

Alcoa Building, Suite 1100

Golden Gateway Center

San Francisco, California 94111-3468

Tel: (415) 981-2670

Telex: 0034321 (DOMCAN SFO)

Territory: States of California (except the ten southern counties), Colorado, Hawaii, Nevada (except Clark County), Utah, Wyoming

Seattle**Canadian Consulate General**

412 Plaza 600, Sixth and Stewart

Seattle, Washington 98101-1286

Tel: (206) 223-1777

Telex: 032-8762 (DOMCAN SEA)

Territory: States of Alaska, Idaho, Oregon, Washington

EXPORT DEVELOPMENT CORPORATION

E.D.C.
Ontario Regional Office
Suite 810
National Bank Building
150 York Street
Toronto, Ontario
M5H 3S5
Tel: (416) 364-0135

Types of policies: Two types of U.S.A.
Commercial Risk policies are offered:

United States of America
Commercial Risk (Small Business)
Insurance

United States of America
Commercial Risk (Deductible) Insurance

For information about the Export
Development Corporation's insurance (supplier
credit) program and international buyer credit
program, contact an E.D.C. office. (Note: EDC
NEWS is a monthly bulletin available from the
E.D.C., Box 655, Ottawa, Ontario, K1P 5T9.)

ASSOCIATIONS

Canadian Manufacturers' Association
One Yonge Street
Suite 1400
Toronto, Ontario
M5E 1J9
Tel: (416) 363-7261

Canadian Export Association
Second Floor
99 Bank Street
Ottawa, Ontario
K1P 6B9
Tel: (613) 238-8888

The Canadian Exporters' Association distributes "Export News/Digest" each month to members.

It also offers members up-to-date market guides, access to its reference library and other services relating to exporting.

CANADIAN BANKS

Following is a list of the International Marketing Departments of Canada's largest chartered banks:

CANADIAN IMPERIAL BANK OF COMMERCE

Commerce Court West
Toronto, Ontario
M5L 1A2
Tel: (416) 980-2211

BANK OF MONTREAL

First Canadian Place
Toronto, Ontario
M5X 1A1
Tel: (416) 867-5000

BANK OF NOVA SCOTIA

44 King Street West
Toronto, Ontario
M5H 1H1
Tel: (416) 866-6161

ROYAL BANK OF CANADA

Royal Bank Plaza
Suite 2602
South Tower
Toronto, Ontario
M5J 2J5
Tel: (416) 974-3073

TORONTO DOMINION BANK

Toronto Dominion Centre
55 King Street West
Toronto, Ontario
M5K 1A2
Tel: (416) 982-8222

CANADIAN BANKS IN THE SOUTHEAST

CANADIAN IMPERIAL BANK OF COMMERCE

Suite 650, 200 Galleria Parkway N.W.
Atlanta, Georgia 30339
Tel: (404) 955-8989

BANK OF NOVA SCOTIA

Suite 650, 55 Park Place
Atlanta, Georgia 30303
Tel: (404) 581-0126

TORONTO DOMINION BANK

Suite 3900, Georgia Pacific Center
133 Peachtree St. N.E.
Atlanta, Georgia 30303
Tel: (404) 522-9360

NATIONAL BANK OF CANADA

Suite 800, 200 Galleria Parkway
Atlanta, Georgia 30339
Tel: (404) 980-0588

ROYAL BANK OF CANADA

Suite 1001, 801 Brickell Ave.
Miami, FL 33131-2902
Tel: (305) 371-6615

CANADIAN BANKS IN THE MIDWEST

CANADIAN IMPERIAL BANK OF COMMERCE

Ste. 4100
30 N. LaSalle Street
Chicago, Illinois, 60602
U.S.A.
Tel: (312) 726-8858

BANK OF MONTREAL

115 LaSalle Street
11th Floor
Chicago, Illinois 60603
Tel: (312) 750-4300

BANK OF NOVA SCOTIA

55 W. Monroe Street
Suite 3590
Chicago, Illinois, 60603
U.S.A.
Tel: (312) 346-5520

ROYAL BANK OF CANADA

33 North Dearborn Street
Suite 2300
Chicago, Illinois 60602
U.S.A.
Tel: (312) 372-4404

TORONTO DOMINION BANK

Three First National Plaza
Suite 1900
Chicago, Illinois, 60602
U.S.A.
Tel: (312) 346-4628

NATIONAL BANK OF CANADA

20 N. Clark Street
Chicago, Illinois 60602
Tel: (312) 263-1616

CANADIAN BANKS IN THE NORTHEAST

CANADIAN IMPERIAL BANK OF COMMERCE

20 Exchange Place
New York, N.Y. 10005
U.S.A.
Tel: (212) 825-7000

BANK OF MONTREAL

430 Park Avenue
New York, N.Y. 10022
U.S.A.
Tel: (212) 758-6300

BANK OF NOVA SCOTIA

67 Wall Street
New York, N.Y. 10005
U.S.A.
Tel: (212) 208-6500

ROYAL BANK OF CANADA

Financial Square
New York, N.Y. 10005-3531
U.S.A.
Tel: (212) 428-6200

TORONTO DOMINION BANK

42 Wall Street
New York, N.Y. 10005
U.S.A.
Tel: (212) 820-2000

CANADIAN BANKS IN THE SOUTHWEST

CANADIAN IMPERIAL BANK OF COMMERCE

Suite 818
1 Main Place
Dallas, Texas, 75250
U.S.A. Tel: (214) 748-5187

BANK OF NOVA SCOTIA

Two Shell Plaza
Suite 2430
Houston, Texas, 77002
U.S.A.
Tel: (713) 224-5625

ROYAL BANK OF CANADA

4380 Thanksgiving Tower
1601 Elm Street
Dallas, Texas, 75201
U.S.A.
Tel: (214) 979-1169

TORONTO DOMINION BANK

1221 Lamar Street
Suite 1020
Houston, Texas 77002
U.S.A.
Tel: (713) 652-2644

CANADIAN BANKS IN THE WESTERN STATES

CANADIAN IMPERIAL BANK OF COMMERCE

300 South Grand Street
Suite 2700
Los Angeles, Ca. 90071
Tel: (213) 612-4500

BANK OF MONTREAL
707 Wilshire Boulevard
Suite 4840
Los Angeles, Ca. 90017
U.S.A.
Tel: (213) 239-0619

ROYAL BANK OF CANADA
600 Wilshire Boulevard
Suite 600
Los Angeles, Ca. 90017
U.S.A.
Tel: (213) 623-2371

TORONTO DOMINION BANK
2049 Century Park East
Suite 920
Los Angeles, Ca. 90067
U.S.A.
Tel: (213) 556-8144

NATIONAL BANK OF CANADA
725 Figueroa Avenue
Suite 1690
Los Angeles, Ca. 90017
Tel: (213) 488-0166

BANK OF NOVA SCOTIA
444 Market Street
Suite 2450
San Francisco, Ca. 94111
Tel: (415) 986-1100

CHECKLIST OF PUBLICATIONS

The following helpful publications are available from your local Ministry office or telephone:

International Marketing
(416) 963-2500

How to Export

The Right Price

How to Do Business in the U.S.

How to Do Business in China

Doing Business in the Pacific Rim

How to Do Business in India

Export Programs and Services

How to Export to the Border States

Help for Your Shipping Problems



Ministry of Industry,
Trade and Technology

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